DOCUMENT RESUME

ED 181 925 IR 008 036

AUTHOR Rao, Pal V.
TITLE Academic Library and Its External Relations: A Selective Bibliography.
PUB DATE Sep 79
NOTE 22p.

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS *Academic Libraries: Annotated Bibliographies; College Libraries: *Interagency Cooperation; *Interinstitutional Cooperation; *Library Administration; *Library Planning

ABSTRACT

Selected to aid academic library administrators in developing a basic understanding of how a library maintains numerous relationships with various campus departments, governmental agencies, and funding authorities, citations for 19 books and articles, produced between July 1967 and June 1979 are provided, together with abstracts. Conclusions reached by the author on the basis of reading these sources follow the annotated list, and a 56-item bibliography without annotations is attached: items from the first list are repeated. (FM)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED181925

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

ACADEMIC LIBRARY AND ITS EXTERNAL RELATIONS: A SELECTIVE BIBLIOGRAPHY

by

PAL V. RAO

HEAD, INFORMATION SYSTEMS DEPARTMENT

EASTERN ILLINOIS UNIVERSITY LIBRARY

CHARLESTON, ILLINOIS 61920

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

Pal V. Rao

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

IR008036

SEPTEMBER 1979

Abstract

This abstracted bibliography was prepared to aid academic libraries in developing a basic understanding of how a library has to maintain numerous relationships with various campus departments, governmental agencies, and funding authorities. Each publication was selected on the basis of the amount of new information that it could contribute to this area. It is not an exhaustive bibliography; rather, it is a selective bibliography covering the period of July 1967 to June 1979. Conclusions reached on the basis of reading these publications are given at the end.

Academic library development program: a self-study. Charlotte, N. C.: University of North Carolina, 1976. (ERIC Document Reproduction Service No. ED 142 227).

This report presents a study conducted by the library staff at the University of North Carolina at Charlotte Library during 1975-76.

As a part of this study the library's relations with the university, the community and government agencies were analyzed. The study recommends that the library should improve its communications with other components of the university, especially with the offices of planning, fiscal affairs, and computer services. It also recommends that the library should take a more active role in the community programs sponsored by the university to improve its share of funding.

Allison, A. M. A preliminary analysis of some factors affecting administration in 352 academic libraries during the period of 1971-1975. Washington, D. C.: American Library Association, 1977. (ERIC Document Reproduction Service No. ED 152 311).

This report is basically a statistical summary of the study conducted by the Committee on Comparative Library Organization, Library Administration Division, American Library Association.

Some of the findings of this study indicate that the external relations of the library are becoming significantly important as more and more decisions affecting the library are made outside the library for a variety of reasons at various academic institutions.

Bailey, S. K. Future of college and research libraries. College and Research Libraries, January 1978, 39, 4-9.

According to this address, the future librarians should be more exter-

nally oriented and be proficient in such activities as budgeting, systems management, resolution of conflicts, and selection of priorities. Above all they should be shrewd politicians in maintaining harmonious relations with various campus power bases as well as with local, state and national governments. General public, government, and campus administration do not adequately understand library needs and concerns. It is up to the librarians to improve the relations with these groups and establish better communication channels.

Bolton, E. C. Response of university library management to changing modes of university governance and control. College and Research Libraries, July 1972, 33, 305-11.

Top academic administrators, when forced with severe budget problems, tend to cut the library programs more than any other programs. Some of the things that an academic library administrator can do to allieviate such problems are discussed. The chief librarian should get involved in such vital campus activities as planning and fund raising to improve his relations with the central administration.

Columbia University. The administrative organization of the libraries of of Columbia University: a detailed description. Rev. ed. New York: Columbia University Libraries, 1975. (ERIC Document Reproduction Service No. ED 122 746)

Columbia University recognized the dynamic nature of library processes and developed and implemented a new organizational structure for the administration of its libraries. This report describes objectives, role, and functions of each unit, section, department, division. and group of the Columbia University Libraries. Though much of the report is concerned

with the internal library relationships, three sections of this report deal with the relations between the library and the university administration.

In the section dealing with the goals and objectives of the Columbia University Libraries, one of the objectives for the library calls for maintaining purposeful working relationships with academic departments and with other offices of the university to develop library services consistent with the university-wide planning. Actually one of the claimed advantages for the new organizational structure is to foster effective relations between the libraries and students, faculty, researchers, suppliers, scholarly institutions, funding bodies, and governmental agencies.

In the section dealing with the Office of the Vice President for Information Service and University Librarian, the objectives set for the Vice President include: getting intellectual and material support from sources outside the university and establishing effective working relationships within the university and with outside institutions. There is also a list of key working relations that the VP should maintain in this section.

In the section dealing with the assistant university librarians and other senior administrative officers, it outlines that these librarians are required to maintain relations with such external agents as the university personnel office, labor unions university planning office, university business office, and computer center.

There is also a list of suggested key relations for each library unit described in this report, though a majority of these are concerned with the internal library relations.

Fretwell, G., et al. A management review and analysis of the University of Massachusetts at Amherst libraries. Amherst, Mass.: The UMass/ Amherst Library, 1976.

This report is based on a study sponsored by the Association of Research Libraries, Office of University Library Management Studies. It describes the library, its institutional setting, and missions and goals as of the academic year 1974/75. After analyzing issues and problems facing the library, it lists a number of suggested recommendations on planning, policy formulation, budget, management information systems, organization, leadership, and supervision.

Chapter 5 of this report deals with the organization of the library and its relation to the university-wide organization. The relations between the Library Director and Faculty Senate, Vice Chancellor for Academic Affairs, Dean of Graduate School, and Business Office are outlined. It also discusses the importance and the need for more formalization of these relations.

Haro, R. P. Change in academic libraries. College and Research Libraries, March 1972, 33, 97-103.

Academic libraries traditionally have resisted pressures from outside sources to change or modify their operational procedures. Whenever changes were implemented, they usually come from internal sources. It is the author's contention that the academic libraries need to expand their activities, taking input from a variety of campus sources.

One of the means suggested here is to use a research group consisting of experts from various facets of campus life. This kind of approach generates a broader support for the library program. At the same time it

has a potential of creating bad relations between the library administration and the research group. The recommendations made by a research group may not be implemented by the library administration, and thus conflict between the library and the research group may ensue.

Hass, W. J. Managing our academic libraries: Ways and means. College and Research Libraries, March 1979, 40, 109-19.

In this article, Mr. Hass, who is president of the Council on Library Resources Inc. outlines some problems faced by the academic libraries and gives some possible solutions.

In regard to the library policy for mutilation, he thinks that policy formulation should not be an exclusive domain of the library administrators; rather it should be done with the active participation of faculty and campus administrators and, where it appears to be productive, with active participation of students. The author chides the library administrators not to isolate and insulate themselves from the heart of academic administration. In the years to come the quality and type of relations that the libraries will have with the administration of their parent organization are crucial for their survival and progress.

Holley, E. G. Who runs the library? North Carolina Librarian, Spring 1973, 31, 7-13.

Holley traces the various kinds of relationships and their effect upon library directors and their governing boards within the context of both public and academic libraries. Much of the authority that a library director has is delegated by his governing board. It is essential for a library director to

generate and maintain the confidence of his governing board; otherwise, his authority may be in jeopardy. Sometimes library directors get involved in a variety of externally oriented activities and do not pay enough attention to the internal problems. This kind of situation, if prolonged, may lead to severe problems for the director. A perceptive director maintains a balance of external and internal activities and relations.

Kaser, D. E. Effect of the revolution of 1969-70 on university library administration. In Academic libraries by the year 2000. New York: Bowker, 1977. pp. 34-49.

In this paper Dr. Kaser explores some factors that contributed to the 1969-70 revolution and its effect on the academic libraries.

The main theses advanced by the author here is even though there were some subtle changes in the administrative structure of the libraries, the director of the library still retains considerable authority and responsibility pertaining to operation of the library. The director, due to the factors beyond his control, is forced to associate himself more closely with the university administration than with the faculty. He can no longer enjoy the luxury of his traditional nutrality in his relations with faculty and administration. Each director should periodically analyze his own environment and develop or modify his relationships in accordance with the needs of the time.

Lee, S. A. Conflict and ambituity in the role of the academic library director. College and Research Libraries, September 1977, 38, 396-403.

According to this author the word "director" denotes administrator and the word "librarian" denotes faculty. It is the author's contention that the

role of the library director is not clearly defined. In most cases library directors wish to be both administrators and faculty members. This dual role often leads them into conflicting situations in their relations with faculty, students, and the administration.

Another potential source of trouble for a library director in his relations with the campus administration is that even though the chief library administrative officer carries a title of "dean" or "director", he does not have the same clout with the administration as the other deans and directors have.

Most library directors feel that their external relations are a very important part of their job, and they also feel that the trust and working friendship of their superiors are very important. This area of informal personal relations is seriously limited by the frequent changes in administrative personnel. Another factor affecting the director's relations at many campuses is the unionization.

Lyle, G. R. The administration of the college library (4th ed.) New York: H. W. Wilson, 1974.

In chapter 15 entitled "interpretation of college library service", the author deals with the relations between a college library and the administration of its parent institution. Though the information here is specifically designed for a college library, much of it is also applicable for the university library.

It discusses the relationship between a college president and college librarian and advises how this relationship can be very beneficial to the college. It points out how many librarians pressed by their daily operational

activities fail to achieve this relationship. The author seems to imply that the relationship with the college president may enable the college librarian to secure additional financial resources for the library. It also discusses the types and the relative advantages of relations between a college librarian and his faculty and student groups. There are also several suggested ways of achieving good relations between the library and other components of the college.

McAnally, A. M., & Downs, R. B. Changing role of directors of university libraries. College and Research Libraries, March 1973, 34, 103-25.

This paper discusses a variety of factors pertaining to the role of the academic library director. One of the factors that contributed to the decline of the library director's status is his lack of effective working relations with the administration. Two solutions suggested to reverse this trend are: (1) establishing an effective working relationship with the administrative officers of the university; and (2) providing a framework in which the director can operate effectively within the university's power structure.

Mason, E. Decisions! Decisions! Journal of Academic Librarianship, March 1975, 1, 4-8.

Mr. Mason traces how many recent developments have eroded the authority of higher education administrators and ensuing new organizational relations with the decline of such traditional authority.

Mr. Mason feels that a contemporary academic library director is operating in a very competitive environment. The director needs to understand complex organization levels, relations and roles to gather necessary

information to arrive at sound decisions. Translating policies into effective action depends, to a great extent, on the director's relations with his subordinates as well as his superiors.

Metz, P. D. The academic library and its director in their institutional environments (Doctoral dissertation, the University of Michigan, 1977). Dissertation Abstracts International, 1977, 38, 3750-A.

This is a sociology doctoral dissertation done at the University of Michigan. Among the research questions considered by the researcher, the following are relevant to our topic: What is the role of the director of an academic library? What institutional factors shape that role? And what personal factors influence the administrator's approach to his role?

Data for the above research questions were gathered using a self administered survey instrument. The following findings are relevant to our topic.

The typical director of an academic library is heavily engaged in the operation of his own library and in dealing with his immediate, on-campus constituents. Nearly half the time he spends with others is devoted to dealing with his own staff, and the greatest part of the remainder is spent with the administration, faculty, and students of the parent institution.

Most directors do manage to be fairly active in one or more professional organizations, so that it would be an exaggeration to label library directors as strictly in-house operatives.

The directors of large academic libraries would deal more with the outside world and less with their own staff members or with internal

library issues than would the directors of smaller libraries. In general it shows that the larger the library, the more the director is involved in externally-oriented activities. It also found that the directors of public university libraries devote a great deal of their attention to justifying their financial requests to their on-campus administrative superiors.

President views the campus library. Journal of Academic Librarianship, September 1977, 3, 192-9.

This paper consists of a group of sub-papers presented by some of the top academic administrators from all parts of the country. These papers represent the current thinking of the top academic administrators, such as presidents and vice presidents, pertaining to librarians and libraries.

Rogers, R. D., & Weber, D. C. University library administration. New York: H. W. Wilson, 1971.

This is a standard textbook on the administration of university libraries written by two experienced university librarians. Chapter one entitled "the library program", and chapter three entitled "library organization and communication" are relevant to our topic.

Chapter one outlines the need for the relationships between the library, faculty, students, and other university offices. It shows how good relations between the director and faculty avoid many troubles and secure support for a better library program and budget. Similarly the desirability and undesirability of relations with students relative to certain situations are discussed.

According to this book, even if the director reports to the president

of the university or to a vice president, there is a need for a wide spectrum of relationships with other university offices. Particularly the need for relationships between the library director and such university officials as the controller, the vice president for finance or business affairs, planning officer, and personnel officer is outlined. It advises the director of the university library to allot a certain amount of his official and social effort to maintaining good relations with the many university officers that bear in any important degree on the library's well being.

Chapter three deals primarily with the internal organization of the library. However, the advantages to be gained as far as the external communications are concerned by such library publications as annual reports, handbooks, and newsletter, are outlined.

Spyers-Duran, P. Goals and objectives of the university library. Long Beach, CA: California State University, 1977. (ERIC Document Reproduction Service No. ED 148 333).

This lists a series of goals and objectives set by the newly arrived Director of Library Services. The goals and objectives cover every aspect of library operation.

The goals and objectives set for external relations include:

(1) To manage the human, physical and fiscal resources of the library in a manner that will warrant the continued confidence and support of the University President, students, faculty and taxpayers.

(2) To insure effective services to the library's several constituencies and to build support for the library among these constituencies.

(3) To maintain strong working relations with all campus groups (students, staff, faculty, and administration) through (a) an active program of public information concerning the library's programs and services, (b) active cooperation on matters of concern to the university, (c) effective exhibits, (d) good quality library publications, and (e) involvement of the library staff members in university activities.

Young, C. H. PPBS: Planning, programming, budgeting systems in academic libraries. Detroit: Gale, 1976.

This book discusses the processes involved in developing and implementing a PPBS system within an academic library environment. It outlines required procedures and communications that a library should follow when a PPBS program is implemented. Throughout the book, the relations that an academic library should have with other components of the campus when implementing a PPBS are emphasized. The cooperation of the central administration, business office, accounting office and the computer office are essential for a successful implementation of PPBS in an academic library.

Conclusions reached on the basis of these readings

1. The academic library director plays a key role in developing relations between an academic library and the campus administration.
2. Many faculty members view the library director as a scholar, not as an administrator.
3. Directors of larger libraries are more external activity oriented than the directors of smaller libraries.
4. A majority of academic library administrators do not develop good working relationships with their campus administrators.
5. In addition to the library director, senior library administrative officers should also be involved in developing good relations between the library and other campus administrative offices.
6. In addition to maintaining good relations between the library and campus administration, a library director should also develop good relations with such external forces as governing boards, professional organizations, funding sources, government agencies and such groups as friends of the library.
7. The library director and his senior staff should actively participate in any community programs sponsored by the parent institution. Such participation improves relations between the library and parent institution, as well as with the community.
8. Many academic library directors are not trained on how to cultivate good working relations with their superiors.

BIBLIOGRAPHY

Academic library development program: A self study. Charlotte, N. C.: University of North Carolina, 1976. (ERIC Document Reproduction Service No. ED 142 227).

Allison, A. M. A preliminary analysis of some factors affecting administration in 352 academic libraries during the period of 1971-1975. Washington, D. C.: American Library Association, 1977. (ERIC Document Reproduction Service No. ED 152 311).

Bailey, S. K. Future of college and research libraries. College and Research Libraries, January 1978, 39, 4-9.

Bolton, E. C. Response of university library management to changing modes of university governance and control. College and Research Libraries, July 1972, 33, 305-11.

Boss, R. W. Library as an information broker. College and Research Libraries, March 1979, 40, 136-40.

Breedin, B. Welcome to the library: Library and public relations office. College and University Journal, May 1974, 13, 33-4.

Breivik, P. S. Leadership, management, and the teaching library. Library Journal, October 15, 1978, 103, 2045-8.

Bruntjen, S. Librarians in a time of uncertainty. Journal of Academic Librarianship, July 1978, 4, 158-9.

Buckland, M. K. Library systems and management studies at Lancaster University. Proceedings of the 1972 Conference of the American Society for Information Science, 1973, 9, 131-4.

Columbia University. The administrative organization of the libraries of Columbia University: A detailed description (Rev. ed.). New York: Columbia University Libraries, 1975. (ERIC Document Reproduction Service No. ED 122 746).

Day, M. T. Library as an organization: A critical overview of concepts and approaches. Unpublished master's thesis, University of Chicago, 1969.

DePriest, E. R. Wanted: A rationale for the academic library. Improving College and University Teaching, Summer 1977, 25, 173-7.

Fretwell, G., et al. A management review and analysis of the University of Massachusetts at Amherst libraries. Amherst, Mass.: The UMass/Amherst Library, 1976.

Hardison, O. B. Ivory tower in the arena: Research libraries and public outreach. Wilson Library Bulletin, January 1979, 53, 384-91.

Haro, R. P. Change in academic libraries. College and Research Libraries, March 1972, 33, 97-103.

Hass, W. J. Managing our academic libraries: Ways and means. College and Research Libraries, March 1979, 40, 109-19.

Holley, E. G. American university libraries: Organization and administration. Dallas, Texas: A & M. University Library, 1971.

Holley, E. G. What lies ahead for academic libraries: In Herbert Poole (Ed.), Academic Libraries by the year 2000. New York: Bowker, 1977.

Holley, E. G. Who runs the library? North Carolina Librarian, Spring 1973, 31, 7-13.

Issues in library administration: Papers presented at the second United States-Japan Conference on Libraries and Information Science in Higher Education. Racine, Wisconsin, October 17-20, 1972. New York: Columbia University Press, 1974.

Jacob, E., & Salinger, F. Staff vs. books in academic library budgets. Library Journal, October 15, 1978, 103, 2049-50.

Josey, E. J. (Ed.). New dimensions for academic library service. Metuchen, N. J.: Scarecrow Press, 1975.

Kaser, D. E. Effect of the revolution of 1969-70 on university library administration. In Herbert Poole (Ed.), Academic libraries by the year 2000. New York: Bowker, 1977.

Kies, Cosette. Problems in library public relations. New York: Bowker, 1974.

Ladd, D. R. Myths and realities of university governance. College and Research Libraries, March 1975, 36, 97-105.

Lee, S. A. Conflict and ambiguity in the role of the academic library director. College and Research Libraries, September 1977, 38, 396-403.

Leonard, W. P. Aftermath of retrenchment: An optimistic view. Journal of Academic Librarianship, March 1979, 5, 30; 32.

Library association of the City University of New York. Introducing Dean Irby: An interview with How L. Irby, associate dean for academic evaluation and liaison for library affairs. LACUNY Journal, Fall 1974, 3, 2-3.

Lyle, G. R. The administration of the college library (4th ed.). New York: H. W. Wilson, 1974.

Lynch, B. P. Changing environment of academic libraries. College and Research Libraries, January 1978, 39, 10-14.

McAnally, A. M., & Downs, R. B. Changing role of directors of university libraries. College and Research Libraries, March 1973, 34, 103-25.

McGrath, W. E. Development of a long-range strategic plan for a university library; the Cornell experience: Chronicle and evaluation of the first year's effort. Ithaca, N. Y.: Cornell University Library, 1973.

Martin, M. S. Truth in packaging: Or, how to work with the administration. Journal of Library Automation, June 1976, 9, 87-88.

Mason, E. Decisions! Decisions! Journal of Academic Librarianship, March 1975, 1, 4-8.

Metz, P. D. The academic library and its director in their institutional environments (Doctoral dissertation, The University of Michigan, 1977). Dissertation Abstracts International, 1977, 38, 3750-A. (University Microfilms No. 77-26, 312).

Miller, N. Learning resources center: Its role in education. Audio-visual Instruction, May 1971, 16, 48.

Mittal, R. L. Library administration: Theory and practice (2nd rev. & enl. ed.). Delhi: Metropolitan Book Co., 1969.

Moran, R. F. Library cooperation and change. College and Research Libraries, July 1978, 39, 268-74.

Morris, L. R. Head librarian and his education: The president's attitudes. Journal of Education for Librarianship, Winter 1972, 22, 18-23.

Munn, R. F. Bottomless pit, or the academic library viewed from the administration building. College and Research Libraries, January 1968, 29, 51-4.

Neville, S. H., & Clark, A. S. How can a university library support educational needs in a period of change? Educational Technology, September 1975, 15, 48-55.

Oboler, Eli M. Selling the academic library. In Allan Angoff (Ed.), Public relations for libraries. Westport, Conn.: Greenwood Press, 1973.

President views the campus library. Journal of Academic Librarianship, September 1977, 3, 192-9.

Redfern, B. L. (Ed.). Studies in library management. Hamden, Conn.: Shoe String Press, 1972.

Rogers, R. D., & Weber, D. C. University library administration. New York: H. W. Wilson, 1971.

Runyon, R. S. Power and conflict in academic libraries. Journal of Academic Librarianship, September 1977, 3, 200-5.

Sanderson, M. Coping with turbulance. Journal of Academic Librarianship, September 1978, 4, 192-95.

Shaffer, K. R. The library administrator as negotiator: Exit the "Boss". Library Journal, September 1, 1975, 100, 1475-80.

Smith, B. J. Impact of the community college on academic libraries and librarians. Journal of Academic Librarianship, January 1978, 3, 338-41.

Smith, E. R. Changes in higher education and the university library. In E. D. Josey (Ed.), New dimensions for academic library service. Metuchen, N. J.: Scarecrow Press, 1975.

Smith, J. B., & Schleifer, H. B. Research libraries in transition: What faculty members should know about changing patterns of library service. AAUP Bulletin, May 1978, 64, 78-81.

Spyers-Duran, P. Goals and objectives of the university library. Long Beach, CA: California State University, 1977. (ERIC Document Reproduction Service No. ED 148 333).

Summers, F. W. (Ed.). Trends in the governance of libraries. Library Trends, Fall 1977.

Taylor, R. S. Planning a college library for the seventies. Educational Record, Fall 1969, 50, 426-31.

Technology, libraries and public relations: Symposium. Audiovisual Instruction, February 1977, 22, 9-26.

Weinberg, C. B. University library: Analysis and proposal. Management Science, October 1974, 21, 130-40.

White, H. S. Library materials prices and academic library practices: Between Scylla and Charybdis. Journal of Academic Librarianship, March 1979, 5, 20-23.

Young, C. H. PPBS: Planning, programming, budgeting systems in academic libraries. Detroit: Gale, 1976.